

Informed Consent

Welcome to this survey on leadership in the United Arab Emirates.

I truly value your participation as a senior leader. The purpose of this research is to develop an understanding of leadership behaviors and styles in the UAE, and if they are influenced by religion, values, and culture.

This survey may take about 10 minutes to complete. This research forms part of my Doctor of Business Administration academic qualification at Henley Business School at the University of Reading, in the United Kingdom. Responses are strictly confidential and individual respondents will not be identified by name or organization in the final report. This survey has been subject to ethical review in accordance with the procedures specified by the University of Reading Research Ethics Committee and has been given a favorable ethical opinion for conduct. By completing and returning the survey it will be understood that you are 18 years or older and that you give consent for your responses to be used for the purposes of this research project.

With thanks,

Bilal Hamadeh

email: mf804874@student.reading.ac.uk

This survey consists of four sections:

1. Demographics
2. Your leadership style
3. Your religious beliefs and practices
4. Your values

Thank you for taking the time to share your responses.

Demographics

What is your current job title?

How many employees are in your organization?

- less than 10
- 10-49
- 50-249
- more than 250

In which industry do you currently work?

- Agriculture, forestry, fishing and hunting
- Mining, quarrying, and oil and gas extraction
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Healthcare
- Transportation and warehousing
- Information and cultural industries
- Finance and insurance
- Real estate and rental and leasing
- Professional, scientific and technical services
- Management of companies and enterprises
- Administrative and support, waste management and remediation services
- Educational services
- Health care and social assistance

- Arts, entertainment and recreation
- Accommodation and food services
- Other services (except public administration)
- Public administration

How long have you worked with your current organization as the senior leader?

- 6-12 months
- 1-2 years
- 2-4 years
- 4-6 years
- More than 6 years

What is your gender?

- Male
- Female
- Prefer not to answer

What is your age?

- 18 – 24
- 25 – 34
- 35 – 44
- 45 – 54
- 55 – 64
- 65 and older

What is your country of birth?

What best describes your ethnic origin?

- Asian (Indian, Pakistani, Bangladeshi, Chinese, any other Asian background)
- Black/African/Caribbean
- Other (Arab, any other ethnic group, please describe)
- White (North American, Europe, any other White background, please describe)

What is your residency status in the United Arab Emirates?

- UAE Citizen
- UAE Permanent Resident
- Other

What is the highest degree or level of school you have completed?

- Some college, no degree
- Associate degree (e.g. AA, AS)
- Bachelor's degree (e.g. BA, BS)
- Master's degree (e.g. MA, MS, MEd)
- Doctorate or professional degree (e.g. MD, DDS, DBA, PhD)

What is your marital status?

- Single (never married)
- Married
- Widowed
- Divorced
- Separated

What is your religion?

- Buddhist

- Christian
- Hindu
- Muslim
- Sikh
- Other

What is your current employment status?

- Employed full time (40 or more hours per week)
- Employed part time (up to 39 hours per week)
- Retired
- Self-employed

Section 1- Leadership Style

Instructions: The following survey items refer to your leadership style, as you perceive it. Please judge how frequently each statement fits your leadership style using the noted scale:

As a leader...

L1. [Redacted]

- Not at all
- Once in a while
- Sometimes
- Fairly Often
- Frequently, if not always

L2. [Redacted]

- Not at all
- Once in a while
- Sometimes
- Fairly Often
- Frequently, if not always

L3. [Redacted]

- Not at all
- Once in a while
- Sometimes
- Fairly Often
- Frequently, if not always

L4. [Redacted]

- Not at all
- Once in a while
- Sometimes
- Fairly Often
- Frequently, if not always

L [Redacted]

- Not at all
- Once in a while
- Sometimes
- Fairly Often

Frequently, if not
always

L6 [Redacted]

Not at all Once in a while Sometimes Fairly Often Frequently, if not
 always

L7 [Redacted]

Not at all Once in a while Sometimes Fairly Often Frequently, if not
 always

L8. [Redacted]

Not at all Once in a while Sometimes Fairly Often Frequently, if not
 always

L9 [Redacted]

[Redacted]

Not at all Once in a while Sometimes Fairly Often Frequently, if not
 always

L10 [Redacted]

- Not at all
- Once in a while
- Sometimes
- Fairly Often
- Frequently, if not always

L11 [Redacted]

- Not at all
- Once in a while
- Sometimes
- Fairly Often
- Frequently, if not always

L12 [Redacted]

- Not at all
- Once in a while
- Sometimes
- Fairly Often
- Frequently, if not always

L13 [Redacted]

- Not at all
- Once in a while
- Sometimes
- Fairly Often
- Frequently, if not always

L14

Not at all

Once in a while

Sometimes

Fairly Often

Frequently, if not
always

L.15

Not at all

Once in a while

Sometimes

Fairly Often

Frequently, if not
always

L.16

Not at all

Once in a while

Sometimes

Fairly Often

Frequently, if not
always

Section 2- Religiosity

To what extent do you believe that God or Allah or something divine exists?

Not at all

Not very much

Moderately

quite a bit

Very much so

How often do you take part in religious services?

Not at all

Not very much

Moderately

quite a bit

Very much so

How often do you pray?

Not at all

Not very much

Moderately

quite a bit

Very much so

How often do you think about religious issues?

Not at all

Not very much

Moderately

quite a bit

Very much so

How often do you experience situations in which you have the feeling that God or something divine intervenes in your life?

Not at all

Not very much

Moderately

quite a bit

Very much so

Section 3- Values

Please, rate the importance of the following values as a life-guiding principle for you. Use the 8-point scale in which 0 indicates that the value is opposed to your principles, 1

indicates that the values is not important for you, 4 indicates that the values is important, and 8 indicates that the value is of supreme importance for you.

	Opposed to my principles 0	Not Important 1	2	3	Important 4	5	6	7	Supreme Importance 8
Power (social power, authority, wealth)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Achievement (success, capability, ambition, influence on people and events)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hedonism (gratification of desires, enjoyment in life, self-indulgence)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stimulation (daring, a varied and challenging life, an exciting life)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-Direction (creativity, freedom, curiosity, independence, choosing one's own goals)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Opposed to my principles 0	Not Important 1	2	3	Important 4	5	6	7	Supreme Importance 8
Universalism (broad- mindedness, beauty of nature and arts, social justice, a world at peace, equality, wisdom, unity with nature, environmental protection)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benevolence (helpfulness, honesty, forgiveness, loyalty, responsibility)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tradition (respect for tradition, humbleness, accepting one's portion in life, devotion, modesty)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conformity (obedience, honoring parents and elders, self- discipline, politeness)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Opposed to my principles 0	1	2	3	4	5	6	7	8 Supreme Importance
Security (national security, family security, social order, cleanliness, reciprocation of favours)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Powered by Qualtrics